



**Florida Department of Health**

**Clay County**

**Annual Report 2012**

**“Building a Quality Culture”**

# Building a Quality Culture

## Table of Contents

<b>Message from our Health Officer .....</b>	<b>3</b>
<b>Clinic Services.....</b>	<b>4</b>
<b>Epidemiology.....</b>	<b>5</b>
<b>School Health .....</b>	<b>6</b>
<b>Environmental Health .....</b>	<b>7</b>
<b>Healthy Start.....</b>	<b>7</b>
<b>WIC .....</b>	<b>8</b>
<b>Preparedness .....</b>	<b>9</b>
<b>Social Services .....</b>	<b>10</b>
<b>We Care .....</b>	<b>10</b>
<b>Vital Records.....</b>	<b>10</b>
<b>Administrative .....</b>	<b>11</b>
<b>Community Quality Indicators.....</b>	<b>13</b>

*DOH Mission Statement - To protect, promote & improve the health of all people in Florida through integrated state, county, & community efforts.*

*Vision Statement - To be the **Healthiest State** in the Nation*

**Values: (ICARE)**

*I nnovation: We search for creative solutions and manage resources wisely.*

*C ollaboration: We use teamwork to achieve common goals & solve problems.*

*A ccountability: We perform with integrity & respect.*

*R esponsiveness: We achieve our mission by serving our customers & engaging our partners.*

*E xcellence: We promote quality outcomes through learning & continuous performance improvement*

## Message from the Health Officer

In 2012, the Florida Department of Health Clay County advanced in the area of performance improvement. This resulted in increased client satisfaction, higher employee morale and better utilization of taxpayer's funds while demonstrating a culture dedicated to achieving and sustaining quality improvement processes.

In consort with the Department of Health's performance improvement process, Clay County continued to enhance the efficiency of internal operations as well as improve community health outcomes. In its simplest form, we work through a Plan-Do-Check-Act Cycle using a five step process of data gathering, data analysis, identification of priorities, creation and implementation of a plan of action, followed by an evaluation of the plan to clarify if performance levels have improved, declined or remained the same. Along with the standard benchmarks that we are consistently held to, which include a county snapshot as well as an administrative dashboard, Clay instituted a quality improvement plan aligned with the Department of Health strategic plan and the Clay County health improvement plan.

The quality and performance improvements achieved in 2012 will serve as a foundation for our future strategic initiatives, which include achieving the status of an accredited public health department as



determined by the Public Health Accreditation Board. As we move ahead, we pledge to continually strive to meet the needs of our clients and the community.

Sincerely

A handwritten signature in blue ink that reads "Nancy Mills".

Nancy J. Mills, MPA, CPHA  
Health Officer



# Building a Quality Culture

## Clinic Services

Clinic fees are based on income and family size at the initial Social Service Assessment and updated annually. The majority of our clients (62%) are uninsured. Clinic Services are provided on a sliding fee scale. Immunizations are FREE through age 18, and then based on the cost of the vaccine for adults. We provide a multitude of clinical-based programs and ancillary services funded by federal, state, county and grant generated revenues.

### Clinical Services Provided in 2012

Clients	9734
Visits	19060
<b>Family Planning Services</b>	
Clients	1355
Visits	2343
<b>HIV Services</b>	
Clients	75
Visits	301
<b>Sexually Transmitted Disease</b>	
Clients	705
Visits	995
<b>Child and Adult Health</b>	
Clients	3695
Visits	10442
<b>Hepatitis &amp; Liver Failure Prevention</b>	
Clients	1013
Visits	1426
<b>TB Control Services</b>	
Clients	142
Visits	237
<b>Immunizations</b>	
Clients	2749
Visits	3316



## Clinic Quality Initiative

### Results

A two-year partnership with Orange Park Medical Center to provide a medical home in Green Cove Springs has been successful. Numbers indicate that patients are using the emergency room 82.8% less often for non-emergency health care. This equates to an estimated \$485,606 in total savings.\*

- 97% of patients were given information on other community resources
- 3% of patients were successfully enrolled in Medicaid
- 10% of patients have pending disability applications
- 5% of patients were accepted into the Vocational Rehabilitation program.
- 80.2% of 333 patients surveyed, reported a high level of satisfaction in the service they receive at the clinic.

\* Based on the average emergency department average weighted charge for self-pay minor severity and low/moderate severity visits at OPMC for adults ages 18 – 64. (297 visits = \$586,260.61 vs. 51 visits = \$100,674.45)



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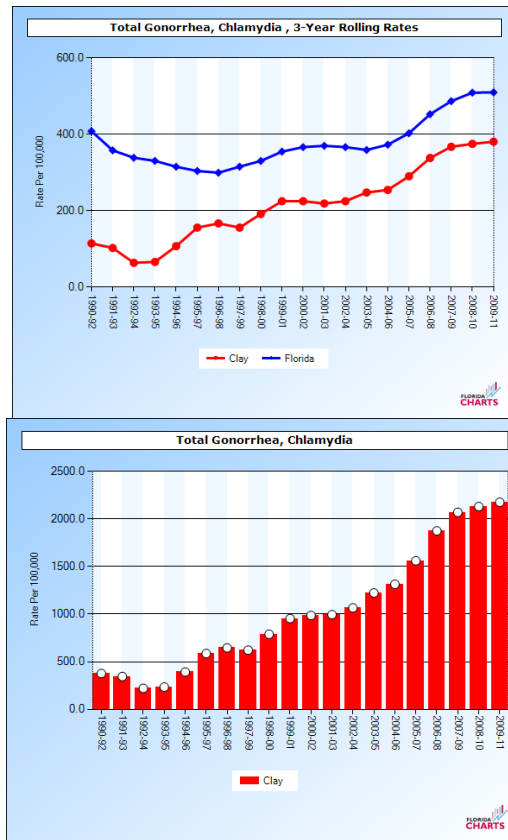
## Epidemiology/STDS



Epidemiology is the science of the study of patterns, causes and effects of health and disease conditions. It is

the cornerstone of public health and informs policy decisions by identifying risk factors for disease. Duties include the communicable disease and outbreak investigations, disease surveillance and screening, and educational efforts to prevent the spread of infectious disease. We work with many community partners, including hospitals, healthcare providers, veterinarians, the Clay County School Board, and County Government (e.g. Animal Care and Control and Mosquito Control). Some of our accomplishments in 2012 include the following:

- As part of Florida's integrated system of public health, we contributed over 300 man hours in support of the Duval County tuberculosis cluster investigation.
- Efforts in the Health Text Messaging program received recognition the best in Health Achievement Award from the National Association of Counties, a promising practice award from the National Association of County and City Health Officials, and a Davis Productivity Award.



### Epidemiology Quality Initiative Results

- The STD text message program quality goal instituted last year was to increase participation rates. Participation rates have increased to 61% of clients signing up for STD test results via text.
- Increased the number of interviews held with individuals with various communicable diseases to stop the spread of infection within the community.

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FLORIDA DEPARTMENT OF HEALTH, Clay County		
Communicable Disease Frequency Report		
Date Range 01/01/2012 - 12/31/2012		
DISEASE	FREQUENCY	PERCENT
CAMPYLOBACTERIOSIS - 03840	20	4.6%
CRYPTOSPORIDIOSIS - 13680	5	1.2%
ESCHERICHIA COLI, SHIGA TOXIN PRODUCING - 00800	2	0.5%
GIARDIASIS - 00710	11	2.5%
HAEMOPHILUS INFLUENZAE (INVASIVE DISEASE) - 03841	3	0.7%
HEPATITIS A - 07010	2	0.5%
HEPATITIS B, ACUTE - 07030	1	0.2%
HEPATITIS B, CHRONIC - 07032	33	7.6%
HEPATITIS C, ACUTE - 07051	3	0.7%
HEPATITIS C, CHRONIC - 07054	169	39.1%
LEGIONELLOSIS - 48280	1	0.2%
LYME DISEASE - 06959	1	0.2%
MENINGITIS, BACTERIAL, CRYPTOCOCCAL, MYCOTIC - 32090	3	0.7%
PERTUSSIS - 03390	7	1.6%
RABIES, POSSIBLE EXPOSURE - 07101	21	4.9%
ROCKY MOUNTAIN SPOTTED FEVER - 08200	1	0.2%
SALMONELLOSIS - 00300	127	29.4%
STREP PNEUMONIAE, INVASIVE DISEASE, DRUG-R - 04823	3	0.7%
STREP PNEUMONIAE, INVASIVE DISEASE, SUSCEPT - 04830	3	0.7%
STREPTOCOCCAL DISEASE INVASIVE GROUP A - 03400	6	1.4%
VARICELLA - 05290	10	2.3%
Total:	432	100

Heights High School. To encourage the teens to visit each of the 45 exhibitors, a scavenger hunt component that allowed students to compete for donated prizes was utilized. It proved to be a fun, interactive health education experience for over 800 students.

During the 2011/2012 school year, free immunizations were provided to 483 students. Other services included 10,636 vision, 7,889 hearing and 2,652 scoliosis screenings. As in the past, increasing childhood obesity rates is a worrisome trend. In order to educate and inform parents, the school health team performed body mass index screenings for 7,654 students in the 1<sup>st</sup>, 3<sup>rd</sup> and 6<sup>th</sup> grade. Results show that 64% are at a healthy weight 4% underweight and 32% are either overweight (16%) or obese (16%).

## School Health Services

School Health Services helps to ensure that children are healthy and ready to learn. As part of a community outreach for 6th grade students who needed to receive a required Tetanus, Diphtheria and Pertussis vaccination, the School Health team partnered with the School District's junior high schools to provide these shots.

The first high school health fair was piloted this past year at Keystone



## School Health Quality Initiative Results

- Approximately 65 school board medical and administrative staff attended a meeting to improve quality which covered topics such as Medical Errors, 504 Training, Care Planning Meetings, Influenza-Like-Illnesses, Child Abuse and general updates.



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## Environmental Health

Environmental health is a branch of public health concerned with all aspects of the natural and built environment that may affect human health. A major initiative this past year included participation with the Health Planning Council of NE Florida, and the City of Green Cove Springs in a public forum on health and the built environment. Community leaders and residents learned how their physical environment impacts health from a panel of experts in urban planning, transportation and health.

Program Area	Number of Services *
Biomedical Waste	339
Body Piercing	5
Food Hygiene	426
Body Art	25
Group Care	399
Limited Use H <sub>2</sub> O	206
Mobile Home/Camps	39
Nuisance Complaints	11
Private Wells	503
Public Water	6
OSTDS – Inspection/re-inspection	538
OSTDS - Complaints	69
OSTDS – Plan review/site evaluation	442
OSTDS Enforcement	12
Storage Tanks	119
SUPER Act	149
Swimming Pools	188
Tanning	43
Tattoo	10
SQG	182

*\*Includes inspections, re-inspections, site evaluations, sample collection, plan reviews, complaints and/or enforcement actions.*



## Environmental Health Quality Initiative Results

- U The overall performance score for 2012 was 98%, exceeding the 2009 score of 94%.

Individual program scores were:

- U biomedical waste program – 98%;
- U body piercing program – 100%;
- U food hygiene program – 98%;
- U group care setting program – 100%;
- U mobile home/RV program – 97%;
- U tanning facilities – 93%.
- U Internal quality initiative project attempted to address proper/accurate coding of well permits issued. Percentage of wells permits properly coded hovered around 79%. Rates were improved to 100%.

## Healthy Start

The Healthy Start Program seeks to reduce infant mortality, promote a healthy full term pregnancy and improve health and developmental outcomes for all pregnant women and infants. Case managers provide care coordination tailored to the individual needs of each participant. Services include prenatal, childbirth and breastfeeding education and support, smoking cessation, safe sleep classes, nutritional counseling and community resource referrals. Spanish

## Building a Quality Culture

language prenatal classes are also provided. The program continues to promote safe sleep practices through the media and individual education and support. The program served 1587 pregnant women and 1831 infants in 2012.



### Healthy Start Quality Initiative Results

- U Achieved 100% on annual program goals
- U Improved community awareness and practice of safe sleep guidelines – 59 cribs distributed throughout community
- U Initiated weekly visits to Neonatal Intensive Care Unit (NICU) to increase education and promotion of services offered by Healthy Start.

### Women, Infants and Children (WIC)

WIC is a special supplemental nutrition program and currently serves about 3,310 women, infants and children. A prescreening tool is posted at

[www.healthyclaycounty.com](http://www.healthyclaycounty.com) which allows clients to determine WIC eligibility prior to their visit. Last year, WIC food vouchers contributed over \$2.7 million to the local economy through Clay County retail stores.

We moved to a new location in Fleming Island with close physical access to other governmental agencies providing clients access to

services like Medicaid, SNAP and Work Source. Clients also continue to be served in Green Cove Springs and Keystone Heights offices.

Staff participated in numerous outreach events including twelve health fairs. Laptops were purchased which enabled program staff to directly add new clients and make appointments at events.

The WIC Breastfeeding Program was expanded by offering additional classes and services to nursing women. Breastfeeding classes, support groups and after-hours breastfeeding support services are provided. The program also added a “refresher course” this year partnering with the Lactation Corner at OPMC. This course educates clients about getting off to a good start in the hospital and what to expect in the early weeks of breastfeeding. A significant increase, from 74.1% to 77.5%, in babies ever breast fed was achieved.



### WIC Quality Initiative Results

Each year the WIC program submits three goals along with objectives to the state office. This past year, the goals were to increase the percentage of secondary nutrition education contacts, increase duration rate of breastfeeding at eight weeks and six months, and improve first trimester prenatal enrollment.



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- 🔄 Secondary nutrition education contacts for high and low risk individuals increased to 90%.
- 🔄 Infants breastfed at 8 weeks was 39.4% (state goal: 38%, agency goal: 38%).
- 🔄 Infants breastfed at 6 months was 19.4% (state goal: 25%, agency goal: 25%).
- 🔄 384 pregnant women were enrolled in WIC; of those 184 were in their first trimester (38.5%), which still remains below the state average (50%).

### Preparedness

Preparedness staff and other volunteers participated in safety coordination of our sponsored event, “Step Up 5K and Fun Run”. The event was held in the Oakleaf neighborhood of Orange Park, a new location for the 6<sup>th</sup> annual race. Based on pre-registration data, estimates of 4000-5000 people were expected to attend. Ultimately, the Fun Run had 3277 runners and the 5K had 5000+ runners.

During the Caribbean Circle Fire, we provided teams (requested by emergency management) to visit residences. Staff evaluated needs and registered eligible citizens in the Special Needs Shelter (SpNS) database as well as into the County Code Red notification system.

We assisted in the response to Sub-Tropical Storm Beryl, which

impacted Northeast Florida over Memorial Day weekend. Moderate winds and heavy rains caused sporadic power outages throughout the county. The Emergency Operations Center activated to Level 2, also activating ESF8, of which we are the lead agency.

Our staff assisted in the response to Tropical Storm Debby in June. Areas around Black Creek reached 100 year flood levels. The Emergency Operations Center activated to a Level 2 also activating ESF8. ESF8 staff conducted the following tasks:

- 🔄 Contacted people registered in the SpNS who lived in potential flood areas
- 🔄 Provided health and medical information to the county public information officer for press releases
- 🔄 Provided health and medical information to citizen inquiries at the call center
- 🔄 Monitored the status of healthcare facilities
- 🔄 Prepared for possible sheltering activities in the event of major power outages requiring SpNS activation



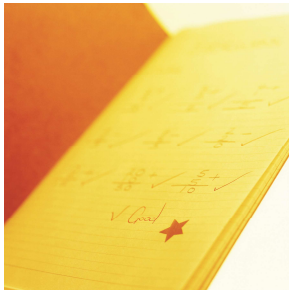
### Preparedness Quality Initiative Results

- 🔄 Preparedness staff established a calendar for review and update of the Emergency Operations Plan. This action enabled us to be re-recognized

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by The National Association of County and City Health Officials (NACCHO) through Project Public Health Ready for an additional five years.

### Social Services



Clay CHD social workers performed a variety of activities and functions ranging from direct service to population-

based public health planning and program administration. Our social workers conduct eligibility screening for our clinical services and provided 4,401 new screenings. They provided assistance with Medicaid, family planning waivers, food stamps, Social Security Disability, vocational rehab, housing, food banks and clothes closets.



### Social Services Quality Initiative Results

- U The social services team instituted a documentation quality initiative this past year. Team members sought to reduce income, documentation and insurance errors during the eligibility screening of clients to 20%. Errors were reduced to 14% on average.

### We Care

The CHD We Care volunteer physician program has 58 providers who agree to provide free services for eligible Clay County residents. Their efforts provided an estimated value of \$901,918 in uncompensated care to Clay CHD clients.

### Vital Records

The Clay CHD issues certified copies of Florida birth and death certificates. The statewide rollout of Electronic Death Registration is nearly complete, and currently over 90% of Florida death records are filed electronically. Funeral homes and clients now have the option to order certified copies from our office, regardless of the county of death; as a result our annual revenue for death certifications has increased \$34,000 from last year.

2012 Vital Statistics	
Births	2158
Birth Certificates Issued	4,421
Birth Revenue	\$58,333
Deaths	1453
Death Certificates Issued	13,778
Death Revenue	\$137,780
<b>Total Revenue</b>	<b>\$196,113</b>

# Building a Quality Culture

## Administrative

Ongoing and dynamic strategic planning is a hallmark for our health department. A mid-cycle examination of the current 5-year plan included a review of the Clay County Community Health Improvement Assessment and Plan; the newly adopted Florida Department of Health mission, vision and values; an external trends analysis; an internal SWOT analysis (strengths, weaknesses, opportunities and threats); and a review of alignment with the State Health Improvement Plan, the National Prevention Strategy and the FL Department of Health Strategic plan. Based on these activities, strategic issues were identified as Leadership, Partnerships, Resources, Technology and Workforce. From these, “Workforce” and “Technology” were identified as strategic priorities for the coming 2012-2013 Operational Period. In the coming year, we will focus on improving the skills of and ensuring a competent workforce and increasing producing and community access using advanced technology.

- Our customer satisfaction rate meets or exceeds expectations 98% of the time and we respond 100% within one business day to complaints.
- Our human resource office reviewed 512 applications for

- employment and hired 20 new staff members.
- Our information technology department answered 1,855 help desk tickets.
- Our fiscal department processed over 7,653 claims, prepared 664 vouchers and processed \$1,130,989 in expenditures.

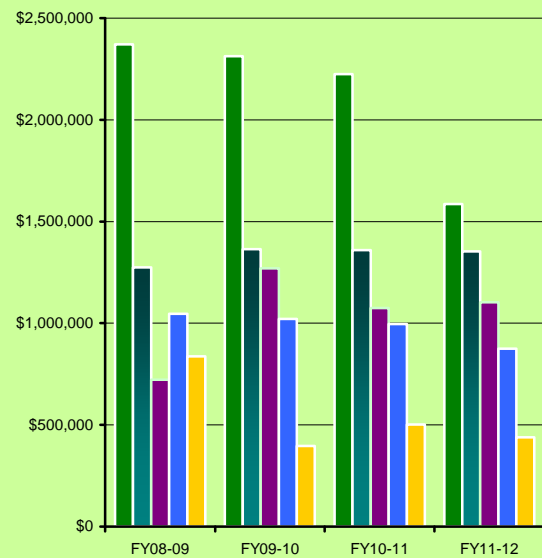
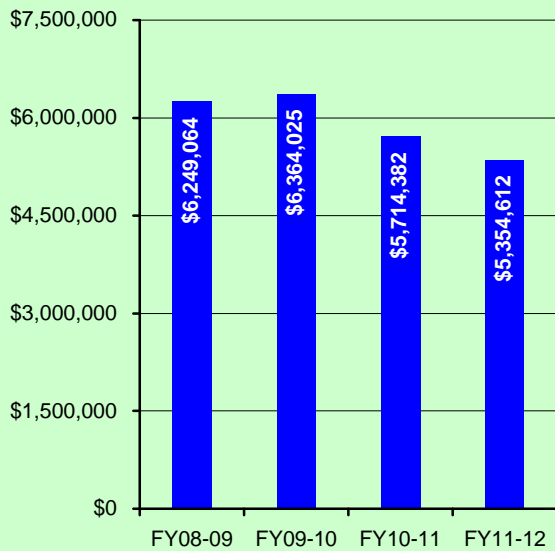
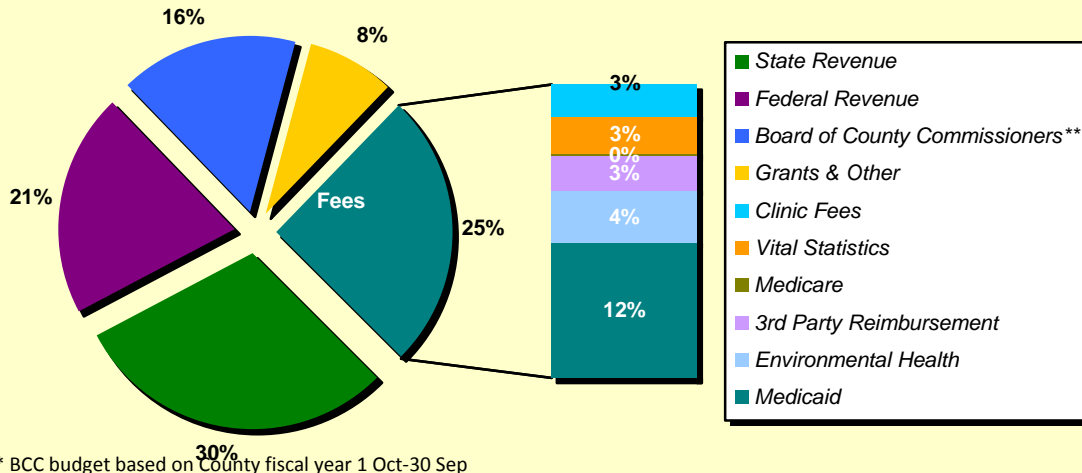


### Administrative Quality Initiative Results

- The Clay CHD participated in a research project called Organizational Network Analysis sponsored by Columbia University. Based on the findings of the research, we implemented solutions to increase communication inter-departmentally as well as putting into action steps to avoid organizational silos. Over all we decreased our silo index by 1.55 percentage points this past year.
- Employee satisfaction increased in all areas measured from 2010.

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## FY 2011-2012 • FINANCIAL RESOURCES



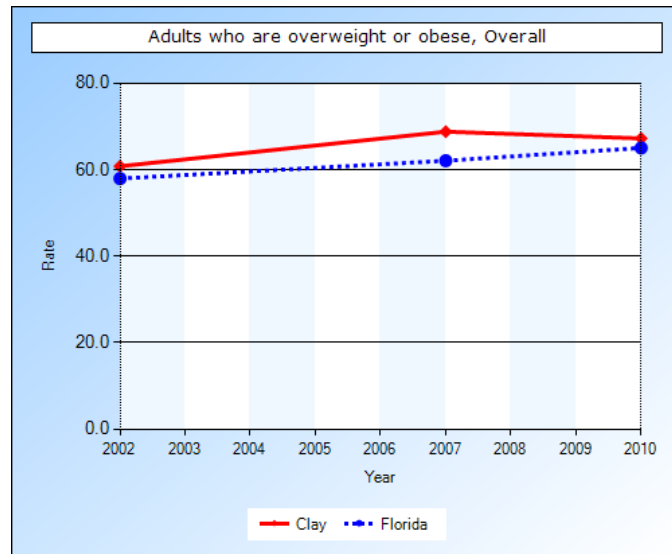
**Total Resources**

**Resources by Category**

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## Community Indicators

The County Performance Snapshot (CPS) is organized by the results category of the Sterling Criteria for Organizational Performance Excellence. All Florida county health departments are measured annually to show progress towards meeting or exceeding the targets. To see all Clay County indicators visit [www.floridacharts.com](http://www.floridacharts.com). Below is a sample of what type of information is available to the public.



2012 Staff Meeting – Plan, Do, Check, Act Training



## Building a Quality Culture



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1305 Idlewild Ave.  
PO Box 578  
Green Cove Springs, FL 32043  
904-529-2800 Fax – 529-2802

Epidemiology/Communicable Disease 24/7 Reporting – 529-2800

Vital Statistics – 529-2845  
1305 Idlewild Ave.

Healthy Start  
301 S. West Street  
Green Cove Springs, FL 32043

Environmental Health – 278-3784  
477 Houston Street  
Green Cove Springs, FL

Women, Infants and Children (WIC) – 272-3177  
1845 Town Center Blvd.  
Building 100, #115  
Fleming Island, FL 32003

Medical Clinic – 272-3177  
3229 Bear Run Blvd., Orange Park